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Television Center: a Division of UND Continuing Education

Barry S. Brode
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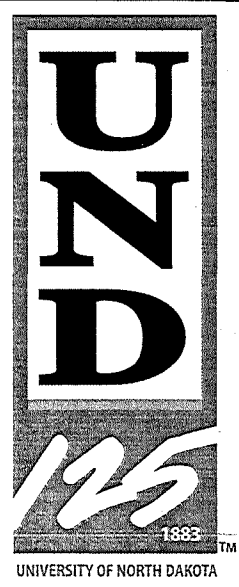
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UNIVERSITY OF NORTH DAKOTA :: QUASQUICENTENNIAL :: DEPARTMENT HISTORY



UNIVERSITY OF NORTH DAKOTA
1883-2008
CELEBRATING 125 YEARS

TELEVISION CENTER
A DIVISION OF
UND CONTINUING EDUCATION



Barry S. Brode, Director of Television and Radio
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INTRODUCTION

This department history covers the development of television services on the UND campus from its beginnings in the 1960s to the year 2007. It was compiled using various historical documents and annual reports from the Television Center. The report also includes some historical information about UND Radio, which was merged with the Television Center in 2001.

HISTORY

The UND Academic Media Center, where television services were first developed, began as the Audio-Visual Center in the early 1960s. The Audio-Visual Center was developed by the College of Education, with its primary mission to teach courses pertaining to the use of audio-visual aids. In 1963, when Twamley Hall was completed, the Audio-Visual Center was moved from the Education building to the fourth floor of Twamley. The center remained under the direction of the College of Education but began serving other units on campus. The staff consisted of a director, a part-time secretary, and a part-time student assistant. Building and Grounds, known today as Facilities, provided delivery services of audio-visual equipment to various departments on campus.

In 1962-63, the office of Vice President for Academic Affairs was created and the Audio-Visual Center was administratively placed under the new unit. Dr. George Voegel, an assistant professor in the College of Education, was appointed director in 1963. Under his leadership the center developed several summer institutes to provide area teachers with audio-visual training. The Audio-Visual Center was renamed the Instructional Communications Department (IC), but Dr. Voegel resigned in 1966, feeling the university administration was too conservative to accept his progressive ideas.

In 1967, a new director, Ronald Johnson, was appointed, and the university began to centralize its media operation. The decision was made to house all audio-visual equipment at the IC Department in Twamley, with delivery services provided by Building and Grounds. While some departments responded enthusiastically, others preferred to handle all media needs on their own. The IC Department began a long-term loan program to provide some decentralization.

In 1968-69, a grant created the New School of Behavioral Studies in Education, now the College of Education and Human Development. The IC Department worked with the New School to purchase a mobile TV unit and develop a campus-wide cable system. Director Johnson and Instructor Maurice Russell developed these early television systems, originally designed to provide evaluations for teachers. Dr. Russell eventually assumed the role of director of Instructional Communications when Ronald Johnson left UND to finish his doctorate at the University of Montana (Johnson had been under fire for his authoritarian management style). The New School grant established one of the first television systems on campus.

In 1970, the IC Department was moved from Twamley Hall to remodeled facilities in Robertson/Sayre Hall. Before 1970, a small black and white television studio was built in Old Science Hall. Equipment was purchased by the Speech Department to support the speech program and its radio and television curriculum. When the IC Department was moved to Robertson/Sayre, the Old Science studio was also moved to Robertson/Sayre in order to provide campus-wide services and improved maintenance and repair.

The first "professional" broadcast studio was established in the IC Department as a result of two grants received by the School of Medicine: the first in 1971 and the second in 1975. The grants, which totaled more than \$120,000, were provided for research purposes, but equipment was housed at the IC Department in order to rely on the expertise of the IC professionals, eliminate duplication, and ensure that equipment was compatible with existing and proposed systems. Equipment from the mobile unit, purchased under the New School grant, was added to the studio to create the first state-of-the-art color television studio at UND. The groundwork for the Television Center was developed as a result of this cooperative venture. When the studio was not used for medical projects, IC staff provided support services to the general campus. Eventually several broadcast courses, offered through the Speech Department, would use the color studio.

By the late 1970s, the IC Department had two full-time staff positions designated to work exclusively with television production, both for academic/support purposes and for developing programming for Cable Channel 3. The School of Medicine also provided two part-time staff members to help with IC activity for the Medical School. The Speech Department was now offering more broadcast courses, relying on the IC Department facilities as labs for its broadcast curriculum. Conflicts began to arise between users (the IC Department, Medical School, and Speech Department), and as the IC Department grew, it began using a large share of its financial resources and personnel for television.

In 1977, the vice president of Academic Affairs, Dr. Conny Nelson, appointed a committee to review the IC Department. The committee's final report outlined communication, budget, and equipment problems related to the IC television operation. By 1979, the Vice President of Academic Affairs Office reorganized the IC Department, and its name was changed to Academic Media Center (AMC). The reorganization removed all television services from the AMC, creating UND Television as a free-standing unit that reported directly to the vice president for Academic Affairs. William Lesko, a member of the IC television staff, was assigned the responsibility of directing UND Television.

UND Television was established on September 14, 1979, as a service department, providing television services to the entire university and supporting the production courses offered through the Speech and Journalism departments. According to a report written during the 1980-81 school year, "UND Television's mission also is to serve in general the academic, educational, informational and cultural needs of campus and community within university policy and, as appropriate, the policies of non-university broadcasting organizations with which the university

maintains affiliation." This mission was followed until the mid-80s when UND Television was again reorganized.

It is important to note at this time that much of the early development of television occurred from grants that were designed to support specific research projects or curriculum needs. As the demand for television increased, UND could not keep up with growing equipment and personnel needs. This resulted in friction between primary users, which often resulted in reorganization. Future Directions, a report written in 1977, outlines conflicts between the IC Department, the Speech Department and the Medical School. Each unit had legitimate needs, but each unit believed its programs suffered a decrease in availability of facilities and resources because of the other units. Working relationships were poor. In fact, the relationship between the IC Department and the developing Medical School media center, which became Biomedical Communications, was such that the Medical School director of instructional support refused to meet with the IC Review Committee. Future Directions indicated a great concern that the Medical School would be "going its own way." Eventually a change of leadership in Biomedical Communications, and the growing realization that television involved ongoing investments as technology changed, caused the Medical School to become more cooperative.

In the early 1980s, UND Television had four full-time employees: a director, an engineer, a producer/director, and a secretary. The department provided studio-production services, field-production services, post-production, consultation, program development for Channel 3, and support services for the Speech Department's broadcasting program. The producer/director, Barry Brode, produced video projects for clients and worked with the Speech Department to provide practicum experience for broadcast majors. At that time, students worked with Mr. Lesko and Mr. Brode to produce a talk show for Channel 3 called "Evening Magazine." Academic credit was given for this experience through the Speech Department. In addition, Speech Department broadcast faculty member Neil McCutchan taught several courses that met in the studio. Mr. McCutchan's students also created programs that were telecast on Cable Channel 3.

In its first year of operation, 1980-81, UND Television produced 336 projects for university clients. A charge-back system was developed to partially support staff salaries and the operating budget (the funding for several positions was split between local and appropriated funds). Clients were charged out-of-pocket expenses, including a fee for labor and equipment. The Aviation Department, the Medical Center Rehabilitation Hospital, the English Department, and University Relations were regular clients. At that time, the aviation program did not have easy access to weather data. UND Television was hired to tape weather reports from Prairie Public Television, the local public broadcaster. This activity was done on a daily basis, with tapes delivered to the airport for student viewing. The Medical Center Rehabilitation Hospital often relied on UND Television to tape patient progress. The English Department relied on UND Television to tape the annual Writers Conference, and University Relations often requested assistance with promotional activities.

As UND grew, the demand for professional video production grew considerably. Much of this demand could be attributed to the availability of VCRs. Many departments on campus were purchasing VCRs, and the machines were rapidly becoming popular consumer items. UND faculty members found VCR technology to be an effective way of evaluating student performance as well as providing educational programming in their classrooms. The documentation of class activities became a popular service, as did tape duplication. In addition, university administrators began to promote UND by using video promos to recruit students, faculty and staff.

The "UND Television 1982-83 Annual Report" begins to outline facility and equipment challenges. The lack of space, poor design of work areas, and ongoing equipment problems began to hamper the quality of client programs, as well as create frustration for students and Speech Department faculty. The chair of the Speech Department, Hazel Heiman, began to seek funds to purchase equipment that would be used exclusively for instructional purposes. Client projects were often disrupted, and staff morale was low. Pressures to expand support to the Speech Department and work with a growing client base would soon result in reorganization again.

On July 1, 1985, the School of Communication was formed. The former departments of Speech, Journalism, UND Radio, and UND Television were brought under the leadership of Vernon Keel, the Journalism chair. Dr. Keel developed a model that many universities were following at that time, a model that was even discussed as early as 1970-71 between the Speech and Journalism Departments. Identifying many problem areas in radio and television, Dr. Keel hired a consultant to examine the larger issue of media organizations on campus. The consultant, Ron Bornstein from Bornstein and Associates (who later became a consultant on technology matters for the Operations Division at UND), identified a growing number of duplicate media groups on campus and a poorly equipped and managed television area. Bornstein's report to Dr. Keel and President Tom Clifford called for the complete restructuring of both radio and television, with a critical infusion of funds to bring the television area up to contemporary standards. The following actions were taken as a result of the report:

1. UND Television discontinued classroom taping and video-duplication services. The services were moved to the Academic Media Center. William Lesko, who served as the director of television, was reassigned to a half-time position at the UND Television Center and a half-time position at the Media Center. Mr. Lesko assumed responsibility for some of the services that were moved, along with programming Channel 3.
2. The department secretary position was eliminated.
3. Responsibility for managing the television studio was assigned to Barry Brode.

The restructuring was designed to encourage further internal reorganization. Services moved to the AMC were high-volume services, which were routine in nature and could be performed without specialized knowledge or experience in television production. Dr. Keel, as well as the remaining television staff, wanted to rebuild UND Television as an organization that would create "professional broadcast products" as well as provide experience for broadcast majors. All television services moved to the AMC were considered "industrial-level" quality, which were more appropriate and cost-effective for classroom purposes.

The department secretary position was eliminated, and the funds were used to create a part-time producer/director position designed to help Mr. Brode with client productions. The reorganization resulted in a department with two full-time positions and two part-time people (Mr. Brode, full-time producer/director; Jeff Birst, part-time producer/director; Dale Ricke, full-time engineer; and William Lesko, part-time Channel 3 programmer).

On July 1, 1986, UND Television changed its name to Television Production Center (TPC). Dr. Keel appointed Mr. Brode as the director of Television and asked him to work with Susan Hoffman, director of Grants and Contracts, to develop a new rate schedule that would be consistent with federal guidelines for nonprofit educational institutions. This was the first cost-center analysis performed by the TPC. Prior to 1986, rates were determined subjectively. A new rate structure was established and approved by Vice President Alice Clark. The procedure for determining rates was followed by the TV center until the mid-90s when all UND cost-recovery centers began following a consistent set of procedures for determining rates.

By the 1987-88 school year, Dr. Keel had established a positive working relationship with the TPC staff. Some of the equipment identified in the consultant's report was replaced, and TPC staff members began working with administrators to acquire funds for new hardware. February 5, 1987, marked an historic event at the TPC: *Studio One* began.

Studio One was developed to meet both the service and academic mission of the TPC. The project was the brainchild of broadcast student Tom Buehring and TPC staff members. Mr. Buehring's idea was well timed, as Mr. Brode and Dr. Keel were trying to enhance the credibility of the broadcast program and the TPC. Both felt that this project had the potential to create a bond among students, faculty, and staff, as well as offer exceptional experiences for all majors of the new School of Communication. All members of the TPC staff and broadcast faculty helped develop *Studio One*. The organization consisted of five divisions: News, Production, Meteorology, Advertising/Public Relations, and Programming. One or two representatives from each division were appointed to serve on the Studio One Executive Staff, a strategic planning group consisting of students, faculty, and staff. This group currently exists and continues to work toward providing students with exceptional educational experiences.

Studio One was initially funded through a grant from the Office of Instructional Development. As the project grew, TPC staff acquired additional funds from the Alumni Association and Foundation, the President's Office, the Office of Vice President for Academic Affairs, the Arts

and Sciences Office, and Student Government. In fact, Student Government provided funds to establish one of the first fiber-optic links on campus. TPC was connected to a satellite downlink site at the Center for Aerospace Sciences (CAS), now the Odegard School. This connection allowed TPC to receive downlink signals for use on *Studio One*. It also allowed CAS to telecast severe weather information on Channel 3.

It should be noted that CAS Meteorology faculty played a critical role in the development of *Studio One*. Professor Leon Osborne and the staff of the Severe Weather Analysis Center, now the Regional Weather Information Center, worked with TPC staff to develop the weather segment of *Studio One*. In the early days, CAS even provided TPC with a camera because TPC did not have enough cameras to produce the show. TPC and CAS staff members worked well together. Both were excited about the project goals. The enthusiasm and energy created by *Studio One* led to many joint ventures. This enthusiastic partnership remains today.

Studio One became, and continues to be, a high-profile project for the TPC. The project received numerous regional awards, and, in December 1992, it was honored by the National Association of College Broadcasters as the number-one news and public-affairs show in collegiate television. *Entertainment Tonight*, a national television entertainment show, ran a segment about collegiate television and said, "...*Studio One* has much the look of its network counterparts." *College Broadcaster* magazine listed the show as one of the top collegiate shows in the nation. Even *Playboy* magazine stated, "[*Studio One* is] a weekly morning show to rival the networks'." The project was, and still is, driven by enthusiasm, dedication, and commitment to excellence. Some of the business principles used to develop the TPC client projects were used to develop *Studio One*. The show expanded the TPC client base, as TPC demonstrated that it could produce broadcast quality video products.

Another important point to note is that the development of *Studio One* and the expanded client base as a result of *Studio One*, occurred with only two full-time staff members, two part-time people, and no department secretary. While two broadcast faculty members were involved with early development, their roles were minor.

On July 1, 1989, Dr. Keel resigned from his position as director of the School of Communication. During his time as director, he established a unique working relationship with UND's administration. The School of Communication was the only unit on campus that had a director who performed activities similar to those performed at the dean level. Dr. Keel followed a dual reporting line: He reported to the dean of Arts and Sciences regarding all curriculum matters and to the vice president of Academic Affairs for all matters pertaining to the television and radio cost-centers. Eventually, the directors of radio and television assumed administrative responsibility for their budgets and salary matters.

Dr. Keel left UND because he was not able to achieve personal and departmental goals, a problem that was compounded by a period of fiscal austerity in the state. He was viewed by the TPC staff as a strong advocate for technology. TPC staff members had great concerns about their

future when he resigned. Extraordinary progress had been made to re-build the TPC, *Studio One* was developing as an exceptional venue for students, and UND was positioned to begin the development of its interactive video network.

Upon Dr. Keel's resignation, John Vivian was appointed as interim director of the School of Communication. Mr. Vivian, a visiting professor from Winona State University, spent one year as a member of the Communication faculty before accepting the interim position. He worked as the interim director from July 1, 1989, to June 30, 1990. During this period, the TPC was at a critical stage of development with its production services and *Studio One*. The Vice President of Academic Affairs Office did not want Dr. Keel's resignation to inhibit the growth the TPC was experiencing. As a result, the decision was made to allow the TPC to report directly to the VPAA Office. Mr. Brode began a strong working relationship with the associate vice president of Academic Affairs, Dr. Gene Kemper. Together, Dr. Kemper and Mr. Brode created a development plan for the TPC that was presented to President Tom Clifford. The plan was approved, and the following actions took place during the following fiscal year, 1990-91:

1. A full-time producer/director position was created to assist with *Studio One* and client productions.
2. A part-time secretary position (60%) was created to handle all departmental clerical activities.
3. The *Studio One* executive producer was given a workload adjustment.
4. Part of the production center's air-handling system was replaced. (This was a significant improvement that was needed to establish a longer life cycle for the television equipment.)
5. Additional space was allocated to the TPC in Robertson Hall, with funds provided for remodeling.

These developments, along with some previous staff changes and position adjustments (such as combining two part-time positions to create a full-time position), allowed the TPC to excel. The department now had a full-time director, Barry Brode; a full-time director of Creative Services, Gordon Christian; a full-time *Studio One* executive producer, Tom Buehring; a full-time producer/director, Bill Rogina; a full-time engineer, Dale Ricke; and a part-time secretary, Lori Knutson. The staff members were highly motivated and dedicated people who created outstanding video products for university clients and advanced *Studio One* from a half-hour show to a full hour of live news and information. As *Studio One* grew and the university client base increased, a corporate culture began to develop at the TPC that centered around achievement, dedication, and success. The staff believed that department success could only be measured by the satisfaction of their clients and the success and accomplishments of their student interns.

On July 1, 1990, Dennis Davis was appointed as the director of the School of Communication. The relationship between Academic Affairs and the TPC was working well, and Dr. Kemper decided TPC would continue to report directly to the VPAA. All matters regarding support to the broadcasting curriculum were handled through Director Davis, but development and cost-center matters were coordinated between Dr. Kemper and Mr. Brode. Dr. Davis' term as director was somewhat controversial. During his appointment factions formed between school faculty, accreditation was lost, students organized a protest against him, and the media often criticized the school. Dr. Davis resigned as director on June 30, 1993. Lloyd Omdahl, a professor from the Political Science Department, was appointed as an interim director from July 1, 1993, to June 30, 1994. During this time period the TPC continued to report directly to the VPAA.

As early as 1992, Dr. Kemper and Mr. Brode began discussions about the Rural Technology Center (RTC), now called the Skalicky Tech Incubator. Bruce Gjovig, director of the Center for Innovation and Business Development and grant writer for the RTC, approached Mr. Brode about opportunities a new building would offer. Mr. Brode received approval from Dr. Kemper to explore this possibility. Other issues related to media were also being explored by Dr. Kemper and Mr. Brode. The Interactive Video Network was being developed with a Medical School grant, CAS was developing the Airway Science Network, and the director of the AMC, Maurice Russell, was considering retirement. Dr. Kemper and Mr. Brode were looking for some common elements in each of these areas and were exploring how the TPC might work with each unit.

In the late 1980s, the development of interactive television and other technological breakthroughs led to renewed interest in the medium across the campus. As other UND units began to develop television facilities (from 1988 to 1994), the TPC, upon the request of other unit directors, worked in a consulting capacity. When the first IVN classroom (made possible by a Medical School grant) was under development, TPC and Telecommunications staff worked together to help determine some of the equipment needs. When CAS developed its professional production studio, TPC staff assisted with the hardware configurations, and Mr. Brode worked with several staff members to determine how production positions could be defined and classified. As Biomedical Communications expanded its television capacity, Mr. Brode and Keith Stenehjem, director of Biomedical Communications, developed a positive working relationship, which resulted in minimal duplication of television technology between both units.

During the 1992-93 school year, the TPC experienced a major staff turn-around. Mr. Buehring, the executive producer and host for *Studio One*, and Mr. Christian, the Creative Services director, left UND to accepted new positions that would further develop their careers. Both were UND graduates who contributed immensely to the development of the TPC. The TPC was able to replace both individuals with high-quality people who have since contributed to new areas of development. Acquiring exceptional staff has always been a high priority at the TPC. Salary upgrades to the positions have created a better pool of applicants. In addition, an elaborate screening process was developed by the TPC and Human Resources.

All discussions between Dr. Kemper and Mr. Brode regarding the relationship among the TPC and other television units were suspended when the university began its budget-restructuring process in the mid-90s. Shortly after, the administrative structure of the VPAA Office changed, and a new vice president for Academic Affairs arrived, Marlene Strathe. Upon her arrival, Dr. Strathe requested a unit summary from Mr. Brode. The TPC summary provided information about plans, such as the development of an extensive satellite downlink system, national distribution of *Studio One*, and the construction of the Rural Technology Center. The report also addressed the problems Mr. Brode experienced reporting to two offices, the Office of Vice President of Academic Affairs and the School of Communication. The report indicated that the TPC had been reporting to the VPAA since the resignation of Dr. Keel in 1989, but the UND organizational chart had not been changed to reflect this reporting line, nor had this change been officially recognized. All budget matters, cost-center issues, development plans, and Channel 3 issues were reported directly to the VPAA. The report recommended that the VPAA formalize what had been the status quo since 1989. The TPC's track record clearly indicated that support to the School of Communication was strong, even though the unit did not report to the director of the school. In fact, growth of *Studio One* and the development of other student projects such as the *Changing Face of UND*, a nationally recognized program produced about the Sioux name issue, were all developed during a period of turmoil in the School of Communication.

On September 15, 1993, Dr. Strathe released her restructuring recommendations for university discussion. The report suggested a merger of KFJM Radio and the TPC, with both units reporting to the vice president for Academic Affairs and provost. On February 7, 1994, President Baker presented a restructuring plan, *Investing in UND's Future*, to the University Council. This presentation established the TPC as a free-standing unit, reporting directly to the VPAA. By the end of the 1993-94 fiscal year, the VPAA Office downsized its staff by eliminating the associate vice president for Academic Affairs. On August 3, 1994, Dr. Strathe sent Mr. Brode a memo reestablishing the administrative reporting line of the TPC to the School of Communication. TPC members were surprised by this decision because there were no discussions or indications that this alignment would take place. The new director of the School of Communication, Lana Rakow, wanted to change the mission of the TPC to focus only on the schools' instructional programs, rather than acting as a unit that provides university-wide service and instructional support. This philosophy, with which TPC staff members disagreed, was not accepted by President Baker. In 1995, the president removed the TPC from the school and realigned it with the Division of Continuing Education. Rakow's inability to work with UND units and administrators eventually led to her demise. She was removed as director of the school in 1996.

The TPC became part of the Division of Continuing Education on November 1, 1995. The restructuring led to a historic growth period for the TPC. Dr. Robert Boyd, dean of the division, embraced the mission of the unit and was an advocate for growth and development. Under Dean Boyd's leadership, the TPC moved to the newly constructed Rural Technology Center (now the Skalicky Tech Incubator) and replaced much of its outdated equipment. The *Studio One* program grew considerably during this period, consistently earning top regional awards.

Staff changes occurred in 1996, which presented some special challenges. Two key people left the department. Administrative Assistant Yvonne Nelson retired and the executive producer for *Studio One*, Scott Seiler, accepted a new position in Fargo, North Dakota. The department was fortunate and found two exceptional people as replacements. Lori Shafer, from Inventory Control, replaced Ms. Nelson, and Monte Koshel, who was working as the news director for *Studio One*, replaced Mr. Seiler. Mr. Koshel's appointment was considered an internal promotion, and the position he held as news director for *Studio One* remained vacant during the fiscal year. Funds for the vacant position were used to hire an interim person, Adam Brase, who helped fill the vacant position. Mr. Brase, who was a part-time student, worked from September 1, 1996, through December 31, 1996. When Mr. Brase left in December, the position remained vacant until fiscal year 1998. The vacancy presented special challenges to TPC staff members by adding to each person's workload.

While fiscal year 1997 was full of challenges, it was also an exciting year for staff members of the TPC because the department moved to the newly constructed Rural Technology Center. Originally, *Studio One* was not scheduled to operate during the fall semester of the 1996-97 school year. The program was scheduled to go on hiatus while the TPC moved to the new building. The School of Communication had plans to bring an accreditation team to campus in October and had requested that the TPC remain in Robertson Hall until the team completed its visit. Staff members wanted to honor the school's request and changed the scheduled move to Thanksgiving break. Administrative changes in the School of Communication canceled the plans for an accrediting visit, but since commitments were made to students, the TPC remained in Robertson Hall for the first part of the fall semester. *Studio One* did not operate during the spring semester. TPC staff members spent the spring and summer wiring and installing new equipment in the building.

On April 18, 1997, the University of North Dakota faced the greatest natural disaster in the state's history. After a winter of heavy snow, the Red River reached a crest of 54 feet, 26 feet above flood stage. UND sustained damage to more than 70 buildings. However, the Rural Technology Center and many buildings on the west edge of campus were spared. Some members from the TPC played critical roles during the flood and the recovery period. Chief Engineer Dale Ricke and Director Barry Brode worked with staff members from the CAS Aerospace Network to produce the first live satellite press conference for FEMA. The press conference, which was held on Sunday, April 20, was produced in the classroom studio at Ryan Hall. Monte Koshel, who was flown to UND by helicopter from his home in Minnesota, spent more than two weeks taping damage to UND buildings and grounds. His work resulted in more than nine hours of documentation that was used for insurance purposes and by regional media organizations. The footage was also edited into an 11-minute video that was used as part of a report that President Baker gave to the State Board of Higher Education on April 24, 1997. TPC staff members also worked with University Relations, Continuing Education, and the Aerospace Network to produce a live satellite town meeting. "UND/Grand Forks Town Meeting: Facing the Challenge" was uplinked by UND and distributed by the Meyer Television Network (the local NBC affiliate), the Metro Cable Network's Cable Channel 6, which reaches approximately 80 communities in the

Twin Cities region, and a number of local radio stations. The program provided an assessment of conditions in the Grand Forks area and allowed viewers to call in with questions.

Many offices and work rooms at the TPC were used by various departments to conduct business during the flood. The studio housed the business office of Continuing Education. The production control room was used by University Relations and Enrollment Services. Staff offices were used by Summer Sessions, and deans often met in the conference room. Dale Ricke played a critical role helping various offices by reconfiguring computers that were needed for routine work. During the entire flood, Mr. Ricke continued to work on wiring diagrams that would be necessary to complete the installation of the television infrastructure. Even critical equipment that would be installed during the summer was ordered during the height of the flood.

There were many budget challenges in fiscal year 1997. Since the department relied on income from client projects, the "down time" created by the move and the flood meant losses in revenue. The department was able to absorb these losses with funds from the vacant position. Had the position been filled during the fiscal year, the budget would not have balanced at the end of the year.

The move to the Rural Technology Center also presented special challenges. It was anticipated that the costs to move the TPC from Robertson Hall to the new building would be considerable. Dean Boyd worked with the UND administration to help acquire the funding for the move. The department received an allocation of \$300,000, which was used primarily to rebuild the cable infrastructure, upgrade outdated equipment, and connect the new facility to the rest of the campus. TPC staff members developed a plan to spend the moving funds that would allow for the most improvements possible to the facility.

The flood of 1997 created some special challenges when the new school year began (fall, 1997). Shipping delays during the flood caused problems in getting equipment installed. On several occasions staff members met to determine if the facility could become operational by the fall semester of 1997. The School of Communication planned to offer a television-production class that relied on using the production facilities as a lab, and about 35 students had accepted positions as interns for *Studio One*. Staff members decided that it was not an option to delay the opening of the facility. Thanks to dedicated efforts by all staff members (Lori Shafer, Marv Leier, Monte Koshel, Dale Ricke, and Barry Brode), the center was able to open its doors when school started and produced the first *Studio One* show on time. This was a remarkable effort, one that took many weeks of work during evenings and weekends. While everyone in the department put in additional time, it was Chief Engineer Dale Ricke who really played the leadership role in making sure the facility was operational. Mr. Ricke went above and beyond what was expected to make the facility available by the time school started. His achievements were recognized by the Division of Continuing Education, which honored him with the Division's Performance Award that year. This award is given annually by the division's award committee and recognizes hard work, creativity, dependability, productivity, high quality, and quantity of work.

Before the flood hit Grand Forks, a search team was working to fill a vacant position that had been open since early 1997. The *Studio One* news director position, previously held by Monte Koshel, was a critical post that needed to be filled for *Studio One* to operate during the fall semester. Mr. Koshel did not leave UND. He was promoted to executive producer when Scott Seiler, who previously held the position, resigned in 1997.

Three candidates were scheduled to be interviewed for the vacant position. One candidate was interviewed before the flood, but two other interviews were delayed when the flood closed the university. During the period that UND was closed, one candidate withdrew from the pool because he was offered another job. Unfortunately, the two remaining candidates were not matches for the position, and it was advertised again. Finally, Aaron Quanbeck was hired and started work during the first week of school. Mr. Quanbeck rose to the challenge of being the *Studio One* news director with little transition time. His first day on the job was the same day that *Studio One* interns started working for the fall semester.

During the 1997-98 academic year, the TPC staff continued to work with Housing, as they had done for several years, to develop a television channel that would eventually be distributed to the residence halls. The channel was launched in August 1998 and provided students with first-release motion pictures and educational programming. A new part-time position was also created to manage the new channel.

During this time period, members of the TPC staff revised the mission statement, developed a growth plan for *Studio One*, and changed the department name. These changes were embraced by Dean Boyd, and in September 1997, the State Board of Higher Education approved the name change from Television Production Center to Television Center.

Studio One programs produced during the 1997-98 school year were some of the best in the project's 10-year history. It was a miracle that the show was produced at all, given the fact that the facility was not fully functional on the first day of school, the news director position was vacant until the semester started, and staff members had little training time with new studio cameras, lighting equipment, and other infrastructure components. Despite the challenges, the students and staff members set new standards for future production teams. The program and individual students received awards from a number of national and regional organizations that sponsor competitions for university television programs. *Studio One* was ranked among the top five shows in the nation in a competition sponsored by the National Association of College Broadcasters. The show was also ranked first in a state-wide competition sponsored by the North Dakota Professional Communicators. In addition, the program placed first in a six-state regional competition sponsored by the Northwest Broadcast News Association.

One of the crowning moments of the year was the production of a show that originated from three locations: the production studio, the Regional Weather Information Center, and the atrium of the Rural Technology Center. While all shows include a segment from the Regional Weather Information Center, no programs had ever included a third location. On April 2, 1998, the atrium

became that third location. The last segment of the show captured dancers and drummers who were part of the University of North Dakota Indian Association. Technically, this program was the most difficult show that was ever produced in the history of *Studio One*. Staff and interns put in countless hours rerouting cables, determining camera locations, and making arrangements for a large studio audience. The dancers performed various dances and allowed audience members to join in during the last dance. President Kendall Baker and Dean Robert Boyd even joined in as everyone held hands and danced in the atrium.

The Rural Technology Center had been an exceptional work environment for *Studio One* interns. To recognize the contributions the building had made, the *Studio One* Board of Directors inducted Bruce Gjovig, the director of the Center for Innovation, into the *Studio One* Hall of Fame on December 12, 1997. Mr. Gjovig was the principle grant writer for UND's Rural Technology Center and has been an advocate and partner in the development of *Studio One*. Mr. Gjovig's willingness to include the Television Center in the Rural Technology Center has made a significant positive impact on student learning. The Hall of Fame was established in the mid-90s as a way of recognizing individuals and organizations who made exceptional contributions to *Studio One* and the University of North Dakota.

Studio One extended its viewing audience during the 1998-99 academic year by being included as part of regular programming on Prairie Public Television, North Dakota's Public Television Network. The partnership with Prairie Public, along with other markets that telecast *Studio One*, made the program available to more than two million viewers. North Dakota markets included Grand Forks, Fargo, Minot, Bismarck, and Mandan. Minnesota markets included East Grand Forks and more than 80 communities in the Twin Cities region.

Studio One also reached more viewers by forming a partnership with the UND Aerospace Network. The partnership resulted in shows that were distributed through the World Wide Web, which continues to be a vital distribution method for *Studio One*.

The Television Center's Division of Creative Services, which includes staff members who also provide leadership to *Studio One*, is responsible for developing scripts, shooting, and editing projects for campus clients. This part of the Television Center further evolved in the late 1990s as one with a strong track record of producing high-quality video products for customers. Productions ranged from training videos to promotional pieces. New editing equipment was purchased in 1998, which made significant improvements to the projects produced by the Creative Services team. Two nonlinear, or digital, editing systems were purchased during the summer of 1998. The systems gave students and staff members the opportunity to work with the latest in editing technology. Funding for the systems, which was approximately \$75,000, was made possible by support from *Studio One* underwriters, the Vice President of Academic Affairs Office, the Vice President of Student and Outreach Services Office, and Television Center income generated by client production work.

During the 1999-2000 school year, members of the Television Center staff discussed the

possibility of merging with Northern Lights Public Radio (NLPR), the University of North Dakota's public radio stations. Associate Vice President James Shaeffer (and new dean of Continuing Education) asked Television Center Director Barry Brode to consider a leadership role with NLPR. This request led to a series of discussions and planning sessions to examine how a merger would affect the Television Center and NLPR.

The status of NLPR had been in question since 1997 when the flood shut down the stations for a period of time, resulting in the inability to raise funds through routine activities such as membership drives and underwriter sponsorships. Following the flood, NLPR was reorganized when UND created the Division of Student and Outreach Services (SOS). Shortly after SOS was formed, UND, as well as other NDUS institutions, engaged in a 5 percent budget-reallocation exercise that had a dramatic impact on NLPR. These events resulted in staff downsizing, reduced funding, and an unstable organizational structure.

After a series of discussions and planning sessions, a plan to merge the Television Center and NLPR was developed and presented to Vice President for Student and Outreach Services Robert Boyd and UND President Charles Kupchella. The plan recommended developing new positions, increasing the operating budget, and working to enhance NLPR fund-raising activity.

In 2001 the Television Center and NLPR merger was completed, but by 2002, the president, in consultation with his cabinet, decided to discontinue funding NLPR. A decade of financial challenges led to the closing of NLPR. Among them were federal budget reductions for public radio in the early 90s, the elimination of UND's radio curriculum in the mid-90s, the inability to broadcast during the flood of 1997, state budget reductions in the late-90's, and a market with increasing competition from other public radio stations.

Shortly after the closing of NLPR was announced, Prairie Public Broadcasting inquired about managing the stations as part of its state-wide radio network. Prairie Public submitted a proposal that required an ongoing investment by the university and former NLPR members. The decision to allow Prairie Public to run the stations was made. Today UND continues to hold the license to KFJM-FM (90.7) and KUND-FM (89.3), which are both managed by Prairie Public.

During the 2001-02 academic year, *Studio One*, grew considerably and took top honors in three major competitions during academic year, receiving 43 awards. By the spring semester of 2006, *Studio One* incorporated closed captioning into each telecast. The FCC required news programs to close caption scripted (or teleprompted) parts of programs. *Studio One* exceeded the FCC requirements by providing closed captioning for scripted segments of the show and "content captioning" for non-scripted segments. Content captioning provides a summary of ad-lib and interview segments.

During the 2003-04 academic year, Creative Services Director Marv Leier began converting all *Studio One* shows from videotape to DVD. The project continued for almost a three-year period. Older shows, which were recorded on 3/4-inch videotape, were nearing the end of their shelf life.

The entire collection of programs can be considered a significant contribution to the historical record about UND.

As this report is being written in December 2007, *Studio One* is currently celebrating its 20-year anniversary. This milestone represents more than 500 students who have participated in *Studio One* since its inception, more than 516 awards, and hundreds of shows that showcase interesting guests and stories. After its November 29, 2007, live production, a special ceremony was held in the studio to mark the two-decade milestone. Representatives from the Chester Fritz Library attended the ceremony to receive DVDs of all the past *Studio One* shows, which will now be available for historians to inspect in Special Collections.

CHANNEL 3

Since the early 1970s, UND had made arrangements with Grand Forks Cable Company to telecast student productions on a local cable channel. This appeared to be an informal arrangement until 1981, when UND, the city of Grand Forks, and Grand Forks Cable Television Company reserved Channel 3 as a community access and educational channel for the duration of the cable company's franchise agreement.

In the mid-1980s, Channel 3 telecast student productions and educational programs from Modern Satellite Network, a tape service that provided free programs to UND. An underground cable system, which had originally been established by Medical School grants from the mid-1970s, was used to telecast UND home hockey games on Channel 3. The system was designed to send television signals from the Winter Sports Center (old Engelstad Arena) to Robertson Hall, where signals were switched and sent to Channel 3. These programs were enthusiastically received by the Grand Forks community but were later discontinued when Prairie Public Television offered UND an outstanding television package for the production and distribution of live hockey games.

The number of programs run on Channel 3 since the early 1980s had diminished considerably by the 1990s. This was due to the high cost of running the channel as a regular program provider for the community and the lack of free program material that met acceptable quality standards. During Dr. Keel's administration, many student productions were not run on Channel 3 due to poor production values and weak content. Dr. Keel and Mr. Brode agreed that Channel 3 should reflect UND in a positive manner and that all programs produced by UND students should meet high quality standards. This principle was followed as *Studio One* was developed. It is maintained today.

During the 1992-93 year, the TPC received a request from a local resident to run *Race and Reason*, a series of programs produced by a white supremacist organization. The resident argued that UND's channel was required to run the program because of its classification as a public-access channel. UND found the program inconsistent with its mission of diversity and denied the

request. Fortunately, the resident and the program organization did not bring the case to litigation. This prompted the Television Center to work with UND's legal counsel to make revisions in the section of the franchise agreement between the cable company and the city that defined Channel 3 as public access. Today the channel is no longer considered a public-access channel.

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